



TERRY L. STEWART - DIRECTOR

AUGUST -2000

Communications Center is the First Line Response

The Arizona Department of Corrections Central Office Communications Center is the nerve center and central answering point for its employees, as well as public safety agencies throughout the state.

The Communications Center operates with a full time staff of 14 Correctional Officer IIs and two Sergeants. This combined force staffs a 24-hour, 365 days a year enterprise maintaining Central Office Complex security and handling various technical agency support activities.

In January 1997, the Center undertook an increased involvement in ensuring the safety and security of ADC employees working in the 1601, 1645 and 363 buildings. Since this operational change, the officers conduct security checks, routinely patrol the central office complex area, monitor security equipment, respond to alarms and provide security bulletins on hostile employees and visitors.

The following are some of their responsibilities:

- Dispatch police and EMS agencies and transfer fire calls to the Fire Department. During 1999, the center processed 390,877 telephone calls and dispatched 101,645 calls.

- Monitor the Community Corrections home arrest alarm system after normal business work hours. They typically respond to 450 activated alarms a month. Home arrest escapes are verified by Communication Center Officers and administrative warrants are entered into various national law enforcement databases.

- An average of 360 parole violators administrative warrants and parole arrest holds are entered monthly.

- On average, they receive 550 significant incident reports which are disseminated to Executive Staff members.

- Communications Officers handle about 6,000 radio transmissions each month tracking all prison off-site inmate work crews.

- Each month, officers enter about 1,300 ACJIS (Arizona Criminal Justice Information System) teletypes for inmate release and movement among ADC prisons and county jails.

- Officers enter an average of 200 National Criminal Information Center/Arizona Criminal Information



COII Roger Fuelling inspects identification of a visitor to the ADC Central Office building

Center inquiries, criminal histories, driver license/auto checks and wanted person checks a month.

According to Central Investigations Manager **Nolan Thompson**, "The Communications Center employees are the first line response to incidents of work place violence or threats."

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DIRECTOR'S PERSPECTIVE

by Terry L. Stewart



Creative Destruction vs. Destructive Creation

There is a subject important to our entire organization which I want to discuss with you.

I realize how hard you work and how many difficulties and dangers enter your workday. Together, we have made great strides in obtaining recognition as professional correctional employees from the media, the legislature, and the public. I mention this only because it is central to our shared purpose as public servants in the Arizona Department of Corrections. Something is happening just now that creates an opportunity to make a point about all organizations and the people who help them succeed.

For some months, an anonymous person or persons have been writing and publishing bitter criticism of the Department and some of its managers. The material has been circulated under the title "The Lumley Vampire," named for the unit at Perryville, which had been named for Brent Lumley, our colleague who was murdered by an inmate in 1997.

I invite all ADC employees to read this material. Reading it may be the best possible means of understanding how vital institutions, such as our prison system, can rise or fall. As you read it, you will clearly see the distinction between "creative destruction," which is essential and good; and mere "destructive creations." Due to its vicious and vulgar content, and for the disrespect it demonstrates in its name for the memory of Brent Lumley, we choose not to publish it. However, you

can ask to have a copy electronically sent to you by e-mailing the editor at LumleyVampire3@aol.com.

I will never begrudge an employee the opportunity to express dissent or criticism of this agency, its management, or me. Organizations become stronger and better when ideas collide. People and organizations grow when conflict has a positive orientation. However, when criticism is malicious, untruthful, and damaging to the organization, those who are responsible must be identified and separated.

Healthy organizations and competent leaders understand that dissent and "bad news" are not to be suppressed. On the contrary, they are to be welcomed. You see, I have learned over the years that good news in an organization travels very fast. Everyone likes to carry it, and no manager has to worry about hearing it.

Bad news, on the other hand, tends to travel much more slowly. But it doesn't get better with time. Effective leaders know that they must have people with the courage and the freedom to share bad news as willingly as good news.

That may sound easy, but it isn't. It is a great challenge to build an organization in which problems are addressed honestly, but without the negativism or attachment of blame that often attends any discussion of shortcomings within the organization. Building that kind of culture within ADOC is a challenge to me, to other senior managers and to all of the agency's employees in all

phases of our work.

So reading this anonymous publication is something worth doing for all of us. You will find in its content and tone the kind of bad will which can do great harm even to the most vital mission, which ours surely is. Consider that this publication is being forwarded to the Arizona Legislature (the people who control your salaries), as well as across the U.S. I am sure, given the tone of the communication, it is doing little to further the image of the Department of Corrections, and more importantly, the correctional officers employed here.

My greatest concern is that material like this will give constructive dissent and creative criticism a bad name in our agency. I rely on input from all of you to achieve a safe and secure prison system, and to build a reputation for excellence which will help us achieve all other goals for this department. I do not want them to dry up because of the anonymous cowardice of one or a few people. By reading this material we can see the wrong way to affect change, and I hope thereby dedicate ourselves all the more fully to the right way.

Reading this material and making it available for everyone's consideration is the best means we have of using it to build an ever-stronger public agency that draws upon the very best its employees have to offer. Indeed, I am confident the employees of the Arizona Department of Corrections do have a great deal to offer.

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By Richard Gorley, Administrator, Staff Development & Training

Governor Jane Hull announces the 2000 "Spirit of Excellence" Award Program to recognize quality, excellence, and continuous improvement in state government. This awards program is designed to recognize state agencies, their teams and projects that employ innovative operational solutions resulting in improved customer service, increased productivity, and/or decreased costs in state government.

In the past six years teams from Department of Corrections have won numerous awards in the Governor's Quality Programs. They include the Douglas Work Crew Program, Food Service Privatization Project, the Tucson Graffiti Abatement Program, and the Inmate Health Services Division.

This year several divisions have expressed an interest in applying for the award, and if past history is any indication of our dedication and professionalism the Department should have several winners.

The Bus Subsidy For State Employees has been increased to 65%!

Starting August 26, non-university state employees in Maricopa County are eligible to receive a 65 percent subsidy (previously it was 50 percent). This increase was made possible in a recent legislative amendment. State employees will now enjoy saving even more money when they ride the bus. For more information, call 602.652.RIDE.

Fingerprints at Your Fingertips

By Gail Williams, Planning & Project Management, Information Technology

Arizona Automated Fingerprint Identification System (AFIS) is a statewide computerized system that is being used to identify known criminals and to store all fingerprint cards in the State. Additionally, the Mug Photo Interface (MPI) system has been integrated with AFIS in order to photo-identify every set of fingerprints.

The Arizona Department of Corrections has received over \$430,000 in order to implement AFIS and MPI at all prison sites. The Alhambra Unit and Santa Maria Unit have had an AFIS system for four years. Since the end of 1999, MPI systems have also been installed at these sites as well as an AFIS and MPI system at the remaining prison sites. While there have been various constraints which have delayed the implementation, such as external line connectivity problems to the AFIS network, ADC is close to having all sites installed by the end of August.

Initially, the prisons will only be fingerprinting and photographing incoming inmates. However, the need will quickly arise for all current ADC inmates to be in the AFIS and MPI system.

During the implementation of each system, the wardens and deputy wardens have been involved in discussions with how this huge undertaking can be accomplished. There are various options to get this completed: Inmates can be transported to each complex CIP site to be fingerprinted and photographed, or portable fingerprint kits and digital cameras can be utilized at the units. Then the information can be input by trained and authorized personnel.

The AFIS system is shared by DPS, every Arizona sheriff's department, many of the Arizona police departments, as well as ADC. Aliases, gang information and tattoo identifications can be added to each inmate's profile. This will assist CIU staff in their investigations. Additionally, AFIS has thousands of latent fingerprints in the system. Wouldn't it be a wonderful accomplishment for ADC to assist in solving a crime where one of these latent fingerprints had been lifted? This can now be accomplished because we have added an inmate's fingerprints in the system for comparison.



Legal Briefs

by Steve Lynch, General Counsel, Legal Services

August 4, 2000 marked the three year anniversary of ADC closing all of its law libraries except Florence Central, and switching to the paralegal based Department Order 902 Inmate Legal Access Program. Florence Central did not close its law library because it is bound by the Gluth Consent Decree.

In April of this year, Florence Central closed its law library and also adopted DO 902 for an 18 month monitoring period to see if inmates there are receiving meaningful legal access. It is anticipated that the Gluth Consent Decree will be dismissed at the end of the monitoring period.

Several other state departments of corrections have inquired about our legal access program and many are planning to adopt similar systems. The Idaho Department of Corrections has already adopted a similar program, and New Mexico Department of Corrections is doing a pilot project.

People On The Move



Within the Human Resources/Development Division, **Laura Krause** is the new Administrator of Personnel Services Bureau. As the Administrator, she will supervise both RUSH which conducts the recruitment and testing of Correctional Officers and the Staffing Unit which conducts the recruitment and testing for all other classifications. In addition, Laura will oversee the Employee Relations Office and the Personnel Administrative Services Unit which encompasses classification, compensation, employee records, benefits, unemployment, and employee relations/retention activities, and the Higher Education Program.



Rhonda Cole has recently joined the Office of Media and Public Relations as the new public information officer. Cole will be assisting Media Relations Administrator Camilla Strongin. From 1997 to the present, Ms. Cole was the Department's Legislative Assistant and prior to that she worked for six years as an Assistant Research Analyst for the Arizona House of Representatives.



Bryce Boldt will replace Laura Krause as the Administrator for the Employee Relations Office. In this new position, Mr. Boldt will still keep his ADA Coordinator responsibilities, and the Drug-Free Workplace Program will be realigned under the Employee Relations Office.



Vicky Barrett is the new Executive Assistant to Director Terry Stewart. Prior to coming to work for the Director, she was the executive staff assistant for Deputy Director Charles Ryan of Prison Operations.

Shaka Okougbo, Business Administrator, will oversee fiscal matters for the Deputy Director and special projects as assigned. Additionally, he will indirectly supervise the Business Offices under the Administration Group.

Patricia Shaner has been appointed as the Employment Administrator and will supervise the RUSH and Staffing Unit. This amendment will assist in combining functions of both units and utilization of staff more efficiently.

- **Bennie Rollins** - transferred to Warden at ASPC-Florence
- **Jeff Hood** - transferred to Warden at ASPC-Eyman
- **Melvin Thomas** - transferred to Warden at ASPC-Phoenix

ASPC-Winslow

- **Rick Mauldin** retired from DW of Ops at Winslow
- **Harlan Nelson** - promoted to Deputy Warden of Operations at Winslow
- **Bill Heuschele** - transferred to Deputy Warden of Winslow, Kaibab Unit

ASPC-Safford

- **Glen Davis** resigned from DW of Ops at Safford
- **Greg Fizer** - promoted to Deputy Warden of Operations at Safford

ASPC-Perryville

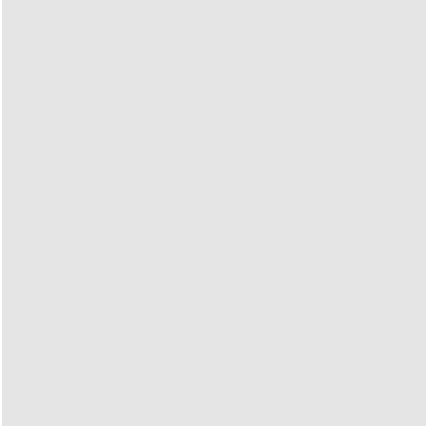
- **Denise Andre** - promoted to Deputy Warden of Perryville, Santa Maria Unit
- **Barbara Daniels** - transferred to Deputy Warden of Perryville, Lumley Unit
- **Barbara Ribbens** - transferred to Deputy Warden of Perryville, San Pedro Unit
- **Russ Savage** - transferred to Deputy Warden of Perryville, Santa Cruz Unit

ASPC-Yuma

- **John Larkin** - transferred to Deputy Warden of Yuma, Dakota Unit
- **Mike McKee** - promoted to Deputy Warden at Yuma, Cocopah Unit

ASPC-Phoenix Recognize Their Inmate Volunteers

by Glenda Calhoun Programs/Projects Specialist, ASPC-Phoenix



In America, people are not required to give food to the hungry or shelter to the homeless. There is no ordinance forcing people to visit the lonely or comfort the infirm. Yet, there are still compassionate individuals who volunteer their time and efforts in providing quality services to the inmates of ASPC-Phoenix.

To show appreciation for the outstanding contributions provided by the 75 men and women in the volunteer program, the Complex recently held a Volunteer Appreciation Celebration.

Warden **Jeff Hood** and Administrator of Substance Abuse/Inmate Programs **Gail Rittenhouse** were the featured speakers of the evening. Warden Hood recognized

what a tremendous asset the volunteer program is by saying, "Many inmate programming activities would be drastically curtailed if not for the selfless efforts of the dedicated men and women who volunteer their time."

Ms. Rittenhouse also stated that the volunteers are individuals of character who would give of themselves, in time and talent, without payment, for the betterment of someone's life."

Both Mr. Hood and Ms. Rittenhouse presented appreciation certificates to each of the attending volunteers.

Encouraged by the success of the event, Warden Hood stated a desire to make this event a semiannual occasion.

Department Awarded COPS Grant

by Kim Spradlin, P&PS II, ASPC-Safford

Last August, the U.S. Department of Justice, Office of Community Oriented Policing Services (COPS), informed the Department that it was selected to participate in the COPS 1999 Technology Grant Initiative.

The purpose of the initiative is to establish a working cooperative with Immigration Naturalization Service in the identification and processing of criminal illegal aliens. The two agencies will be able to update their inmate records simultaneously through computer or fax. By sharing information, this will reduce the number of return visits by the INS agents and allow them to increase the amount of time spent on interviewing and processing illegal and criminal aliens.

The COPS program awarded both ASPC-Safford and Tucson with grants

in the amounts of \$62,500 to purchase supplies and equipment whereby inmates will be able to communicate with INS via video conferencing. The majority of the project involves a onetime cost of purchasing and installing the video equipment and communication lines. Ongoing costs include monthly charges for the communication line and renewal charges for maintenance agreements. ADC will support use of the equipment with INS during the one-year term of the grant and for future years as mutually agreed between ADC and INS. Due to the lateness of the actual award, we were also granted a one year extension in order to purchase and install the equipment.

For more information, contact Project Manager **Doris Pulsifer**, Office of Strategic Planning and Budgeting, (602) 542-5179.



By Diane Hoke, Secretary, ASPC-Winslow

CEPS **Richard Stahl** of ASPC-Winslow recently had his 15 minutes of fame. While vacationing in Branson Missouri, Stahl and his wife had the opportunity to see many of the great entertainers who perform there. During a live show of the '50s singing group the Platters, Richard was selected from the audience to sing the chorus of one of their popular hits.

Several nights later, by chance, Richard was again selected from the audience to help perform a ragtime duet to an enthusiastic crowd of 1,000 spectators. It seems Richard's performance was so appreciated that he was approached by a fan for his autograph.

Public Records are a Right Every Citizen Has

By Liza Genrich, Attorney General Liaison, Legal Services

Have you ever written or documented something at work that may be embarrassing? It is sometimes easy to forget that as employees of the Arizona Department of Corrections, we serve the public, and our work is subject to their scrutiny.

Arizona Revised Statutes section 39-101, et al. states that all officers must maintain all records reasonably necessary or appropriate to maintain an accurate knowledge of their official activities. This means that virtually everything you write at work can be obtained by filing a public records request. This is important to keep in mind. Not only is your work viewed by your supervisors, inmates and other staff, but any member of the public or the media can obtain access to the documents you create at work.

The idea of public records stems from the public's need to know how its government is operated. In order for a properly functioning democracy, individuals must have access to the information used to govern. The pressure of knowing their work can be scrutinized by the public may encourage public officials to perform at a higher level. Public records law is based on the idea that public critique will lead to improved decision making.

Although all documents created by public officers are presumed to be public records, there are limitations. The courts recognize there are situations in which the general policy of open access to government is outweighed by the interests of privacy, confidentiality, or in the best interest of the state. These are limited. The fact that a document might cause

embarrassment to a state agency does not qualify. In fact, it is precisely a document that contains a mistake made by a public official that necessitates a public records law.

If public records are requested and access is denied, the denial may be appealed through a special action in superior court. If the court finds the denial of access was not only wrongful, but done in bad faith or was arbitrary and capricious, it may award legal costs, including reasonable attorney's fees, to the successful party.

If you receive a public records request, please ensure that you notify the Office of Media and Public Relations immediately. They will work with Legal Services and the Arizona Attorney General's office to determine whether the requested information qualifies as a public record.

New Trainers Make a Difference

By Blaine Marshall, Associate Deputy Warden, ASPC-Eyman/SMU II



Sam Weiss

ASPC-Eyman has something to be proud of. They have met their goal of training 100 percent of their staff. This feat was partly accomplished by the addition of two new training supervisors who arrived midway through the training year.

Newly hired training supervisors **Sam Weiss** and **Ted Johnson** lost no time in accomplishing this goal. Within three weeks they published an updated printout of the staff training hours. They then met with the Warden, and other management team members to advise them what would be required to meet the goal of training all ASPC-Eyman employees. They also suggested that we provide training on the weekends to accommodate more employees, and they agreed to be there

each weekend to monitor the progress.

Weiss was born in Bethlehem, Pennsylvania and now resides in Mesa. Sam retired from the Army in 1984 after 21 years of service, of which he spent working in the corrections, police and counseling fields.

Since his military retirement, Sam has held many positions including serving as the deputy police administrator and the director of safety for the Virginia Port Authority, deputy director at the Hampton Regional Academy in Virginia, projects manager of the Arizona Peace Officer Standards and Training Board in Phoenix and the director of criminal justice training in Toledo, Ohio.

Sam also holds a bachelor's of science



Ted Johnson

degree from the University of Maryland, and a master's of public administration from Golden State University in San Francisco.

Ted Johnson spent twenty-five years with the Marana Copper Mining Company as a staff development practitioner, program manager, industrial engineer and surveyor.

Before going to work at the mining company, Ted was a Junior High School math and physical education teacher. Ted is a graduate of the University of Arizona and holds a bachelor's degree in education and started a master's program in education.

Employee Profile: Frank Oldham

by Cheryl Bennett, Executive Staff Assistant, Community Corrections

Frankly, he's an Old Ham from way back! Sorry, I couldn't resist.

Frank Oldham who is the regional parole supervisor for Lake Havasu, Kingman, and Bullhead City has been working in the criminal justice field long before the Arizona Department of Corrections was a state agency.

Frank began his law enforcement career working at the Fort Grant State Industrial School as a night supervisor. After his stint at Fort Grant, he worked as a police officer for the cities of Flagstaff, Globe and Casa Grande. In 1975, Frank decided to leave law enforcement but it didn't last long. Two years later he was hired as a correctional service officer at the Arizona State Prison Complex in Tucson. During his tenure at ASPC-Tucson, Frank reached the rank of captain.

In 1983, Frank began working in

the Community Corrections Division as the law enforcement consultant. His expertise is unmatched when it comes to processing the Division's warrants, Governor's Extradition Requests, and document preparation for inmates released to detainees.

In 1986, opportunity came knocking when Frank accepted the position of Parole Officer III in Lake Havasu. While some might wonder who would want to live in the hottest place in Arizona, he is able to enjoy a life style that includes fishing, hiking and "sandtrailing" (dune mobiles). In 1996, Frank received a promotion and a "first" in the Division as the Mohave County Regional Parole Supervisor.



He is also committed to earning a bachelor's degree in business administration.

Frank plans on building a home in Mexico where he can enjoy his retirement years. He has eight children, five grandchildren, and one great-grandchild.

CORP NEWS UPDATE

Thinking about promoting or transferring to a new position ?

Hesitating because the new position is in a different retirement system?

A "retirement plan waiver" may be the answer for you.

Effective July 1, 1996, legislation was enacted which granted the Local Board for the Corrections Officer Retirement Plan (CORP) the authority to waive participation in CORP or the Arizona State Retirement System (ASRS). As a

result, employees who qualify may transfer or promote to a position, within the Department, under a different retirement system and continue to make contributions to their current retirement plan.

How do I qualify?

- CORP or ASRS members must have at least **five** years of credited service in their current system.

What do I need to do to apply for a waiver?

- A written request (**waiver**) must be submitted to the Local Board, for approval, within **90 days**

of being transferred or promoting to the new position.

- Waiver requests are available in the personnel office at your local institution and the CORP Local Board Office.

Who do I contact if I need additional information?

- If you have any questions or need further assistance, you may contact the CORP Board Coordinator **Lu McLendon** in the Employee Relations Office at 1645 W. Jefferson, MC 640, Phoenix, 85007, or call (602) 542-5373.

What's on Your Mind?

I appreciate employees taking time out of their busy schedules to complete the Directions survey that was published in the March/April issue. Many employees offered some wonderful suggestions and feedback on how Directions could better inform employees of the happenings within the Department. The staff of Directions will try and accommodate the wishes of our employees as much as possible; however, it would be unrealistic to promise that all ideas will be used. Many of the ideas were creative, but wouldn't be appropriate for this publication.

Directions will make a concerted effort to assure all areas of the Department will be fairly represented in the newsletter. To achieve fair representation a "stringer", a news correspondent at each prison complex, has been assigned who will contribute newsworthy articles on a monthly basis.

In addition, each employee who submitted a survey response overwhelmingly indicated they wanted a Director's Forum in each issue in which employees could send questions to be answered by the Director's Office. It will be called What's On Your Mind?

Virginia Strankman
Internal Communications Coordinator

What's On Your Mind?

Department employees now have a forum to ask the Director in-depth questions about the Department, its policies, future changes, or anything related to corrections.

Send your questions to What's On Your Mind, Directions Editor Virginia Strankman, Media & Public Relations, 1601 W. Jefferson, Phoenix, AZ 85007. We will publish as many responses as we can in future issues of *Directions*.

Please submit your questions in a typed or printed format. Questions can be anonymous. The employee's name will not be printed when the response is published.

Housing Opportunities

The Arizona Department of Corrections makes advertising space available for developers, builders and real estate agents who desire to offer affordable housing for rent, lease, or sale to its employees in areas where a shortage of housing exists, for example Florence, Winslow and Buckeye area. Publications of these print ads is based on space availability and at the discretion of the Director and editorial staff.

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We offer:

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- No Cost Refinancing
- Special Discounted Purchases
- Below Market Interest Rates

Julie

direct: 623-386-4518

pager: 623-408-1454



Correctional Officer Mentors Young Adults

by Carol Bolick, Administrative Assistant, ASPC-Lewis

Meet **Sandra Wessel**. Recently you could have seen her picture featured in the Arizona Republic for being an outstanding volunteer for Mesa Gang Prevention. That's right, not only does she maintain a hectic schedule being a newly promoted Correctional Officer III, at ASPC-Lewis, she also manages to mentor young adults. Wessel speaks to these adolescents and encourages them to get out of the gang scene, pursue their education. She also assists in the pre-treatment of their tattoo removal.

Aside from her enterprising career, Wessel is currently working towards her degree in Administration of Justice

at ASU West. She is looking forward to graduating in December 2001. When you ask her how she manages to do all of this, she smiles and says, "did I mention I'm in the Army Reserves, too?"

Prior to the Department, Wessel served 8 years in the Army. She enjoys motorcycles, mountain biking and just about anything that you do outdoors. However, these activities have to include her two dogs!

Because of the diligent employee she is, because of the friendly personality she possesses and because she's so good at what she does, ASPC-Lewis is proud to have an employee like Sandra Wessel!